

## EVALUATION PROCEDURES OF THE EXECUTIVE DIRECTOR

A crucial part of the role of the Board of Directors is to provide an annual evaluation of the Executive Director. This role serves to remind both of the supervisory nature of the Board/Staff relationship, allows for regular accountability that the Executive Director is fulfilling the charge given to staff by the Board, and allows for communication on areas of concern to the Board or the Executive Director. This procedure is designed to fulfill that evaluation process balancing the Board's interest in seeing that business objectives are met in a manner that meets the mission of KLS and allows staff to work efficiently and effectively in a positive, professional work atmosphere.

1. Benchmarks to be Reviewed.
  - A. Annual Audit
  - B. Year End Financial Reports
  - C. Productivity Reports
  - D. Contracts and Grants Renewed During the Year
  - E. Contracts and Grants Not Renewed During the Year
  - F. New Funding
  - G. Annual PAI Plan Activity
  - H. Staffing Changes
  - I. Other Strategic Planning Documents
  - J. Executive Director's Self Evaluation on Items Requested by the Reviews.
2. Management of System Stress Areas
  - A. What problems have we faced and how did the Executive Director resolve them?
  - B. What significant changes in operation occurred and how did the Executive Director oversee them?
  - C. What new services or programs were developed and how did the Executive Director implement them?
3. Interviews with Key Personnel.
  - A. Executive Director provides a list of suggested key personnel for interviewing.
  - B. Persons selected from the list are interviewed for the following:
    1. What is right with KLS?
    2. What can be improved with KLS?
    3. Any other appropriate questions, keeping in mind the necessity to build respect for the office of Executive Director so that at the end of the evaluation process, the Executive Director is able to continue to effectively manage the affairs of KLS.

The following persons should be provided the opportunity to be involved in the evaluation process: All members of the Executive Committee in the year being evaluated and all members of the Executive Committee in the year the evaluation occurs.

The committee should plan to meet (phone or in person) on two occasions. The first meeting should review the materials provided, assign tasks for contacting outside sources for information and setting a date for the next meeting. The currently serving Board President should chair this meeting, with substantial input from the past Board President. This meeting should occur during March of each year, to allow the financial and case productivity information from the prior year to be considered. The Executive Committee may also want to consider whether input from other board members is needed and how to obtain that input.

The second committee meeting should occur the day of (or prior to) the April board meeting. At that meeting, a final written evaluation should be prepared by the committee. The form provided can be used as a portion of the evaluation. An additional narrative evaluation is encouraged. The committee should, when appropriate, make a recommendation to the Board for additional compensation of the Executive Director.

The written evaluation should be presented to the Executive Director. It is encouraged for the Executive Committee and the Executive Director to have an opportunity to discuss the evaluation. It is the responsibility of the Executive Director to place a copy of the evaluation in the official KLS Personnel file. (Some funding sources may require proof that an evaluation was completed. The filing of prior evaluations also allows the Executive Committee to review old evaluations as they may desire from year to year.)

The Board President, on behalf of the Executive Committee, shall report to the Board at the April board meeting that the evaluation of the Executive Director has been completed and summarize the nature of the Evaluation. This should occur during an Executive Session, without the Executive Director or any staff in attendance. The Board should discuss the evaluation and any change in compensation. Upon a return to the regular meeting, the Board shall act on any recommendation for increased compensation.